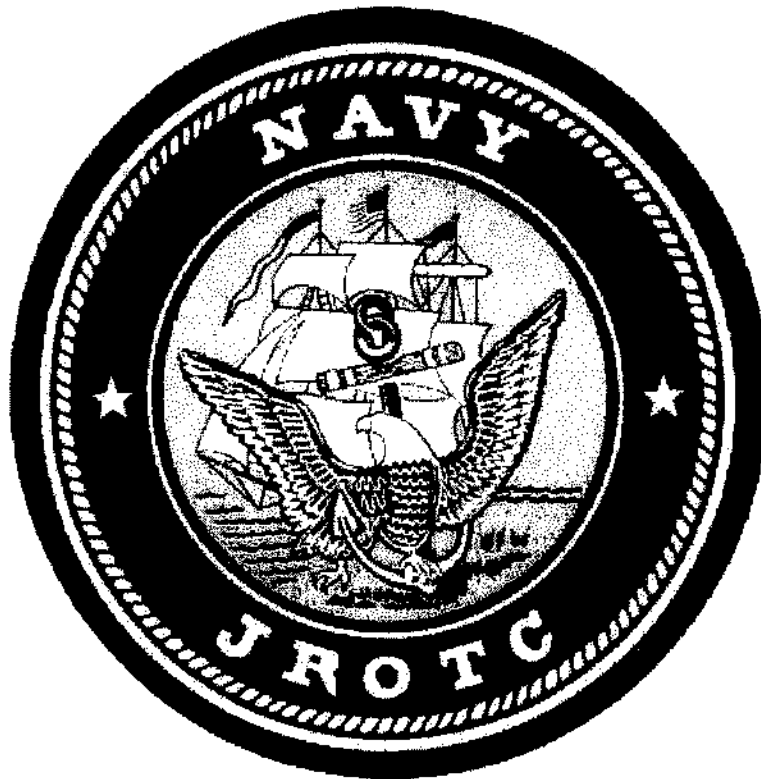


**NAVAL JUNIOR RESERVE
OFFICERS TRAINING CORPS**

**BASIC LEADERSHIP
TRAINING**



INSTRUCTORS GUIDE

**NAVEDTRA 37118-A
2004**

PREFACE

This manual is a staff instructor's document for the Naval Junior Reserve Officers Training Corps Basic Leadership Training. It contains information, procedures, and policies to enable instructors to conduct the program effectively.

The mission of Basic Leadership Training is to familiarize cadets with basic military bearing, etiquette, and drill; provide basic physical fitness training, provide a review of basic academics, and engage cadets in enjoyable and safe activities.

Basic Leadership training is divided into four components.

A. Military—including, but not limited to:

1. Bearing and Appearance
2. Uniform and Equipment
3. Inspections
4. Drill

B. Physical Fitness:

1. Fitness Safety
2. Basic Physical Fitness Training

C. Academics—Instructors may choose from among, but are not limited to, the following:

1. Basic Leadership
2. Citizenship
3. Health, Alcohol and Drug Awareness
4. Military Customs, Courtesies, Etiquette and Ceremonies
5. Chain of Command
6. Navy Rates and Ranks

D. Activities:

1. Boy Scout COPE course (excluding rappelling)
2. Recreational Swimming (with lifeguard present)
3. Other activities approved by Naval Education Training Command Safety and Occupational health Office
4. High Risk Activities are NOT allowed

Cadets completing a minimum of three days and two nights at the Basic Leadership Training described above will earn the BLT ribbon. For additional information contact:

Dr. Fred R. Thiemann
NJROTC Cadet Education
250 Dallas St.
Pensacola, FL 32508
Phone: (850) 452-9494 DSN 922-9494
Email: fred.thiemann@navy.mil

THIS PAGE INTENTIONALLY LEFT BLANK

NJROTC BASIC LEADERSHIP TRAINING MANUAL

CHAPTER ONE SAFETY AND REQUIREMENTS FOR ATTENDANCE

OPERATIONAL RISK MANAGEMENT

A. In accordance with OPNAV INSTRUCTION 3500.39, and CNET INSTRUCTION 1500.20D, the NJROTC Basic Leadership Training Officer-in-Charge will incorporate Operational Risk Management (ORM) into the safety procedures for conducting all cadet activities of the NJROTC Basic Leadership Training. CNET places the responsibility for prevention of mishaps and injuries to NJROTC cadets attending Basic Leadership Training directly on all members of Basic Leadership Training staff and to the cadets themselves. Operational Risk Management is a specific method for identifying possible Basic Leadership Training activity hazards, assessing risks, and implementing controls to reduce the risk associated with the activity. ORM uses primarily BLT staff knowledge and experience to identify hazards and develop controls; therefore, ORM is most effective when done in a brainstorming group. The goal of ORM is not to eliminate any Basic Leadership Training activity associated with a high, moderate or low risk, but to manage the risk so that the activity can be accomplished without injury to any cadet.

B. Operational Risk Management can be used to (1) increase the effectiveness of Basic Leadership Training by anticipating possible activity hazards and thereby increasing the probability of a safe and successful summer training program, (2) minimize Basic Leadership Training activity risk to acceptable levels, commensurate with BLT leadership objectives, and (3) increase Basic Leadership Training staff's ability to make informed decisions when it is necessary to modify or change an activity requirement, or eliminate an activity completely. All Basic Leadership Training activities, whether high-risk, moderate-risk, or low-risk, should incorporate risk management into all portions of the activity in order to avoid potential mishaps.

C. Operational Risk Management for the NJROTC Basic Leadership Training is a five-step process, which will be conducted as follows:

1. **Identify Risk Hazards** - Determine and discuss all of the hazards associated with a particular Basic Leadership Training activity, along with possible causes for those hazards. Risks are more easily controlled when they are identified early in Basic Leadership Training planning process.

2. **Assess Risk Hazards** - For each hazard discussed, determine the associated degree of risk in terms of probability and severity.

3. **Implement Controls** - Take the necessary measures to eliminate the hazard completely, or reduce the degree of risk.

4. **Make Risk Decisions** - With controls in place, decide if the benefit of Basic Leadership Training activity outweighs the risk. Note: There are certain acceptable risks that are deemed of value to Basic Leadership Training and the cadet in successfully attaining graduation. Take only risks that are necessary to accomplish the leadership activity to the required minimum level of completion.

5. **Supervise** - Conduct follow-up evaluations of the controls to ensure they remain in place during the entire length of Basic Leadership Training and have the desired effect.

D. The Operational Risk Management process provides an additional tool for Basic Leadership Training Officer-in-Charge to use in anticipating hazards and evaluating the risks associated with such BLT activities as running the obstacle course, completing the orienteering problem, conducting water survival training, completing the physical fitness test, and participating in the sail training.

E. The **Operational Risk Management process must be documented** for each of the strenuous activities the cadets are required to complete at Basic Leadership Training. It is recommended that a “risk management worksheet” found on page FF-1 be used for this purpose. The following in bold letters is an example of the kinds of things the worksheet could contain for the strenuous activity of the 1-mile-run:

1. **The title of Basic Leadership Training activity being conducted.**
e.g. Physical Fitness Training (1-mile-run).
2. **The date and time the activity will begin and end.**
e.g. 0600/June 4 to 0700/June 4
3. **The date the risk management worksheet was prepared.**
e.g. 25 May 2004
4. **The name, rank, and duty position of the person preparing the risk management worksheet.**
e.g. John R. Smith, Commander, USN (Ret), OINC/Training Officer
5. **A list of the possible hazards associated with the activity.**
e.g. 1-mile-run: Trip hazards/Obstacles (**rocks, tent stakes, uneven terrain**)
Eye trauma caused by (**branches at eye level**)
Flora and Fauna (**scorpions, snakes, insects**)
Weather conditions (**cold, hot, wet**)
6. **The initial risk level of each of the hazards prior to implementing controls.**
e.g. 1-mile-run: Trip hazards/Obstacles - **Medium**
Eye trauma - **Medium**
Flora and Fauna - **Low**
Weather: Cold - **Low**, Hot - **High**, Wet - **Medium**
7. **The controls implemented to remove the risk prior to conducting the event.**
e.g. 1-mile-run: Trip hazards/Obstacles (rocks, tent stakes, uneven terrain) - **Conduct safety brief, inspect the course, remove movable obstacles.**
Eye trauma caused by branches - **Safety brief, daytime familiarization of the course, cut branches at eye level.**
Flora and Fauna (scorpions, snakes, insects) - **Conduct entomology brief.**
Weather conditions (cold,) - **issue cold weather clothing**, (hot) - **conduct Wet Bulb-Globe Temperature Index readings, implement hydration process, H2O on site**, (wet) - **inspect prior to use, conduct safety brief, abort if raining.**

8. **The residual risk level remaining after hazards removed.**
 e.g. 1-mile-run: Trip hazards/Obstacles (rocks, tent stakes, uneven terrain) - **Low**
 Eye trauma caused by branches - **Low**
 Flora and Fauna (scorpions, snakes, insects) - **Low**
 Weather conditions (cold, hot, wet) - **Low**
9. **How the controls are implemented to lower the risk level?**
 e.g. 1-mile-run: Trip hazards/Obstacles (rocks, tent stakes, uneven terrain)-
Instruction/tasking
 Eye trauma caused by branches - **Instruction/tasking**
 Flora and Fauna (scorpions, snakes, insects) - **Instruction/tasking**
 Weather conditions (cold, hot, wet) - **Instruction/tasking**
10. **Who is responsible for supervising the activity.**
 e.g. 1-mile-run: Trip hazards/Obstacles (rocks, tent stakes, uneven terrain) – **Training staff**
 Eye trauma caused by branches - **Training staff**
 Flora and Fauna (scorpions, snakes, insects) - **Training staff**
 Weather conditions (cold, hot, wet) - **BLT officer-in-charge**
11. **Determining if the controls have been effective?**
 e.g. 1-mile-run: Trip hazards/Obstacles (rocks, tent stakes, uneven terrain) - **Yes**
 Eye trauma caused by branches - **Yes**
 Flora and Fauna (scorpions, snakes, insects) - **Yes**
 Weather conditions (cold, hot, wet) – **Yes**
12. **Baseline risk level after controls are implemented (weather immaterial).**
 e.g. 1-mile-run: – **Low**
13. **Overall risk level after controls are implemented (accounting for weather).**
 e.g. 1-mile-run: – **Medium (temperature 84 degrees)**
14. **Risk decision authority.**
 e.g. 1-mile-run: Signature of **OINC/Training staff** preparing the Risk Management Worksheet.

EMERGENCY PRE-MISHAP PLAN (general instructions)

1. All instructors, duty officers and chaperons are to be thoroughly familiar with this plan.
2. A copy of this plan is to be immediately accessible in all barracks and operational buildings occupied by NJROTC cadets.
3. A copy of this plan will be carried in the field by the instructor in charge during any activity involving cadets.
4. Any time a cadet or a BLT instructor experiences apprehension concerning personal safety, an immediate "Training Time Out" (TTO) shall be called.

5. BLT instructors are responsible for maintaining situational awareness and shall remain alert to signs of cadet panic, fear, extreme exhaustion, or lack of confidence that may impair safe completion of the training, and shall immediately cease training when the BLT instructor considers this action appropriate.
6. All BLT staff and chaperons will know the location and telephone number of all medical, fire department, police/security, and other emergency response teams for immediate response to BLT mishaps.
7. In-house first aid assets (first aid kits, CPR qualified personnel, etc.) will be identified and located for all BLT staff and chaperons.
8. First response mechanical devices such as electrical isolation switches, fire extinguishers, and other equipment will be located for all BLT staff and chaperons.
9. Notification lists of chain of command interest levels and persons or offices to be contacted in an emergency will be posted in the duty office and on all floors in the cadet barracks.
10. All cadets are to be in their rooms and in bed after taps. Under no circumstances are any cadets to engage in any activity other than the standard assigned watch without the permission of the operations officer or the officer-in-charge.
11. Cadets are not authorized in rooms of the opposite sex at any time unless instructed to do so by the NSI.
12. Standard Release Forms will be kept in a confidential location but accessible by chaperones and instructors in case of emergency.

DUTY OFFICER SAFETY INSTRUCTIONS

Note: All duty officers will see that all activity at BLT is carried out in accordance with the most recent version of CNETINST 1533.9 Chapter XII - Training Safety, (pages 92-97), Articles 1201 - General, 1202 - Training Time Out, and 1203 - Pre-Mishap Plan.

SPECIFIC DUTIES

1. Be aware at all times of the training schedule and the whereabouts of all cadets and instructors assigned.
2. Make inspections as deemed necessary to assure satisfactory safety conditions exist.
3. Hold fire drills and make periodic checks to see that supervisory personnel are on hand in cadet areas.
4. Assure that all BLT participants are briefed on "Training Time Out" procedures and visual/audible signals prior to commencement of any BLT training.

5. Assure that all pertinent information having to do with safety, illness, or injury is entered in the duty log.
6. The officer-in-charge will make all necessary reports and summaries as required to the BLT area manager.
7. If in doubt about any existing condition or activity that may affect the safety or well-being of BLT cadets, take appropriate action to remedy the situation, then call the officer-in-charge; or if not practical, make the proper entry in the duty log to inform him.

IMPORTANT TELEPHONE NUMBERS
(list as appropriate)

NJROTC AREA MANAGER OFFICE_____

BLT OFFICER-IN-CHARGE_____

BLT DUTY OFFICE/OOD_____

BASE FIRE DEPARTMENT (If
Applicable)_____

BASE SECURITY (If
Applicable)_____

BASE DISPENSARY (If
Applicable)_____

HOSPITAL/EMERGENCY_____

PUBLIC WORKS CENTER TROUBLE DESK_____

JUNIOR ROTC LIAISON OFFICER_____

COMMAND DUTY OFFICER_____

BOQ_____

CPO HEADQUARTERS_____

BEQ_____

CENTRAL BEDDING ISSUE_____

CLEANING GEAR/YOUTH PROGRAMS_____

FIRE EMERGENCIES

1. There are emergency fire extinguishers in each building. All BLT staff and cadet participants will be briefed on their location upon occupation of the building.
2. The base fire department is located at _____, and the phone number is _____ or call 911.
3. In case of a fire emergency, follow the fire evacuation plan for the barracks area.
4. All cadets must be evacuated from the barracks before attempting any fire fighting.
5. Notify the BLT duty office at _____.

CADET INJURY

- * Any cadet injury, no matter how slight, must receive immediate attention.
- * All cadets must be given strict orders to report any injury promptly.

Note: The following steps are to be taken in the event of an injury.

1. If the injury is major, e.g. broken bones, head injury, heavy bleeding or shock, render first aid to preserve life and immediately call the base ambulance at _____ or 911 for assistance.
2. If the extent of the injury cannot be determined, take no chances, call the base ambulance/911.
3. If the injury seems to be minor, but warrants further checking and the injured cadet can easily be moved, contact the duty office at _____ so that the best medical facility for that cadet can be determined.
4. Minor injuries may be treated with the first aid kit carried on all activities. This includes minor scratches, cuts, scrapes, abrasions, burns and splinters, which normally do not require further medical care.

REPEAT: ALL INJURIES TO CADETS MUST BE REPORTED AS SOON AS POSSIBLE TO THE DUTY OFFICE AFTER ALL POSSIBLE IMMEDIATE CARE IS GIVEN TO THE CADET.

ALL INJURIES WILL BE LOGGED INTO THE DAILY LOG AND PARENTS OF THE INJURED CADET WILL BE INFORMED BY THE DUTY OFFICER OR THE OFFICER-IN-CHARGE AT THE EARLIEST.

CADET ILLNESS

- * If a cadet becomes ill during BLT, he/she will be eventually sent home unless the illness is very minor and short-lived.

* If a cadet becomes ill, either on a training site or at night, the following steps are to be taken:

1. Determine if the illness is life threatening. If so, call the base ambulance at _____ or 911 for immediate medical service.
2. Inform the base ambulance/911 of your exact location and have the cadets stationed to intercept and aid the ambulance in locating the area of the ill cadet.
3. After calling for an ambulance, immediately inform the duty office of: the situation, cadet name(s), his/her condition, that medical help has been called for, etc.
4. If it is determined that the illness is not life threatening, inform the officer-in-charge that BLT policy states that it is his responsibility to make the determination as to what further medical treatment will be made or if the cadet is to be sent home.
5. At no time will BLT staff attempt to diagnose an illness and prescribe medication, or try to talk a cadet out of being ill that you believe is malingering. Whenever a cadet says he/she is ill, training is terminated immediately.

Note: IN CASES OF SERIOUS ILLNESS OR INJURY, PARENTS WILL BE INFORMED AS SOON AS POSSIBLE OF THE STEPS BEING TAKEN FOR THEIR CHILD AND ASKED FOR THEIR INPUT.

BASIC LEADERSHIP TRAINING ATTENDEES

A. Cadet Letter of Agreement

1. A Cadet Statement of Agreement for attendance at Basic Leadership Training must be completed and forwarded by the Naval Science Instructor to the area manager prior to commencement of training. This letter (Appendix 1) basically ensures both the cadet and his/her parents or legal guardian have an understanding of the requirements for being accepted at BLT.

B. Bearing and Appearance of Cadets

1. During their stay at BLT, cadets will be required to maintain a military demeanor at all times. The following rules of conduct and appearance will be in effect:

a. General. When moving to and from the barracks to formations, classes, and transportation, cadets will move at a military cadence of 120 steps per minute (quick time). Loitering, standing, or straggling will not be permitted.

b. In Ranks. While in ranks, cadets will follow the standards contained in the Drill and Ceremonies Manual to the letter. Cadets will be assigned to a platoon, squad and position in ranks and will expedite falling into their proper positions when required.

c. In Barracks Area. While in the barracks common area away from bunks, cadets will remain in the complete prescribed uniform. When moving about in passageways out of the bunk or common areas, cadets will move at quick time and be businesslike in their manner. When out-of-doors but in the barracks area, cadets will remain covered.

d. Classroom Procedure. These standards are contained in this manual under Chapter 4 - Cadet Classroom Procedures.

e. On-Base Liberty (Where Applicable). Cadets will not be permitted on-base liberty during their stay at Basic Leadership Training.

f. Grooming. All cadets will meet NJROTC grooming standards upon arrival at BLT. Proper grooming standards will play a large part in the training. NSIs are to ensure cadets meet, at a minimum, the requirements of the most recent edition of CNETINST 1533.9 and Chapter 2 of this manual.

g. Duty Office. Cadets wishing to enter the NJROTC duty office will stand in the doorway, knock once, and wait to be recognized. After entry into the office cadets will stand at attention before the duty desk and state their business. Upon completion of business, cadets will wait to be dismissed by the duty officer, take one step back, say "Aye Aye Sir/Ma'am," about face and depart.

C. Prohibited Substances.

1. A "no smoking" policy for cadets is in effect during BLT. Tobacco products of any kind shall not be used at BLT. Possession alone will cause for disenrollment from the course.

2. Alcohol and illegal substances (drugs) are strictly forbidden; possession alone will be cause for dismissal from BLT.

D. Legal Medications

1. Any cadet requiring prescription medication will be screened carefully by his NSI prior to selection for Basic Leadership Training. If the cadet meets all physical criteria for BLT, he/she may attend, but the need for prescription medication must be documented on the cadet's medical emergency form AND reported to the Officer-in-Charge (OINC) on the day of reporting to BLT. The OINC will determine where to store the medicine for the duration of training. Cadets will come only to the NJROTC Duty Office at the appropriate times to take medication.

E. Disenrolled Cadets

1. If a cadet is disenrolled from the course for any reason, the cadet's NSI will be notified and it will be his responsibility to arrange return transportation for the cadet involved. Any extra transportation costs arising from a cadet's early return home will not be paid for by BLT. It will be the cadet's responsibility to obtain transportation costs.

2. Cadets may be disenrolled and sent home for various medical/physical reasons, academic failures, or personal conduct infractions.

RECOMMENDED AND REQUIRED EQUIPMENT AND PERSONAL ITEMS FOR CADETS ATTENDING BASIC LEADERSHIP TRAINING (may vary depending upon BLT locale)

1. Mandatory items of uniform (male) to be supplied by home unit:

a. Khaki Uniform.

- (4) Khaki shirt
- (4) Khaki trousers
- (1) Khaki belt
- (2) Belt buckle
- (2) Garrison cap

b. Summer Blue Uniform.

- (2) White short sleeve shirt
- (1) Blue trousers
- (2) White cap cover
- (1) Black belt (brass tip)
- (1) Black garrison cap

c. Other Uniform Parts and Accessories.

- (1) Combination cap frame with anchor
- (1) Black leather shoes (issue type, no corfam)
- (1) All weather coat
- (1) Chinstrap (gold or black as appropriate)
- (2) NJROTC collar device
- (2) Small fouled anchor for garrison cap and shirt
- (1) White guard belt
- (1) Regulation Navy style name tag (black, last name only)
- (1) Water bottle

Note: All male items of uniform should fit well, be free of paint and grease, and have the necessary NJROTC patch affixed in the proper position.

2. Mandatory items of uniform (female) to be supplied by home unit:

a. Khaki Uniform.

- (4) Khaki shirt
- (4) Khaki trousers
- (1) Khaki belt
- (2) Garrison cap
- (2) Belt buckle

b. Summer Blue Uniform.

- (2) White short sleeve shirt
- (1) Blue slacks (belted)
- (1) Combination (as appropriate)
- (1) Black Garrison Cap

c. Other Uniform Parts and Accessories.

- (1) Black leather shoes (issue type, no corfam)
- (2) NJROTC collar device
- (2) Small anchor for garrison cap and shirt
- (1) Chin strap (black or gold as appropriate)

- (1) White guard belt
- (1) Regulation Navy style name tag (black, last name only)
- (1) Rank (as appropriate)
- (1) Water bottle

Note: All female items of uniform should fit well, be free of paint and grease, and have the necessary NJROTC patch affixed in the proper position.

3. Mandatory and Recommended Items - NOT UNIFORM ISSUE - to be supplied by all cadets.

a. Mandatory Items.

- (1) Cadet Field Manual and current chain of command
- (1) Alarm clock (windup or battery powered)
- (1) Flashlight
- (1) Lock (with 2 keys)
- (1) Swimsuit
- (1) Pair of gym shoes (white preferred)
- (2) Pairs of gym trunks (blue preferred; must be solid color)
- (6) Pairs of black socks
- (4) Pairs of white athletic socks
- (1) Can of Brasso metal polish
- (1) Can of black shoe polish (no Liquid)..with shine rag
- (2) Mechanical pencils with leads
- (1) Three-ring binder with lined paper
- (1) Twelve-inch ruler
- (3) White T-shirts..other than undergarments..for physical exercise
- (6) White T-shirts for wear with uniform
- (1) Jogging/sweat outfit for night wear
- (1) Regulation name tag and ribbons for summer blue uniform
- (1) Sunscreen (preferably protection 15 or higher)
- (1) Pair of shower shoes
- (2) Bath towels
- (2) Wash cloths
- (1) Laundry bag
- - Necessary undergarments as required
- - Feminine hygiene products
- - Necessary toilet and hygiene articles (toothbrush, toothpaste, soap, soap dish, shampoo, shaving gear, underarm deodorant, etc.)

b. Recommended additional items.

- - Sports bras for females who need them
- - Cleaning and polishing rags
- - Scrub brush
- - Travel iron
- - Sewing kit
- - Gloves

4. ABSOLUTE DONT'S

- a. Females. . .wear no make-up except for graduation.
- b. Females. . .take no off-color hairpins, only hair-colored bobby pins.

- c. All. . .wear no shoulder cords or rank devices except for graduation.
- d. All. . .do not take medals.
- e. All. . .do not take radios, stereos, TVs, cell phones, etc.

THIS PAGE INTENTIONALLY LEFT BLANK

CHAPTER 2 MILITARY COMPONENT

INSPECTIONS

GENERAL

A. Personnel and Barracks Inspections. These inspections will play a large part in the cadets' stay at Basic Leadership Training. Uniforms, quarters, bunks, lockers, and personal gear will be inspected at least once a day. These inspections will be very demanding. Cadets will be expected to improve their appearance and attention to detail as the course progresses. There will be one and only one way to properly wear the uniform and cadets will be expected to meet the requirements exactly. Failure to meet standards will result in a loss of points causing a subsequent reduction in overall grades. This should not be a cause for discouragement. If a demerit system is used at BLT, some cadets will receive demerits until they learn to properly prepare themselves for inspections. Specific instructions will be given cadets on how to wear the uniform and how to prepare it for inspection.

BARRACKS

A. General. As used in the chapter, "barracks" refers to both open bay and individual room berthing arrangements. The barracks area includes the cadet living quarters, common use areas such as heads and passageways, the duty room, and any other offices used as part of the headquarters for Basic Leadership Training. Cleanliness and upkeep of these spaces will be divided equally among the cadets. Each cadet will be assigned a cleaning station for at least part of the time in addition to his/her own bunk and locker. Spaces will be cleaned and ready for inspection twice a day; before breakfast and in the evening. Local living arrangements will dictate terminology, inspection criteria, room and bunk assignments, and bunk make-up. However, the following recommended procedures and information is provided to assist cadets in meeting inspection standards.

1. Terminology

a. Forward. An example of the forward end may be defined as follows: The forward end of the barracks faces east and borders along Moffett Avenue. Aft, inboard, outboard, port, and starboard relate to normal shipboard terminology in relation to "forward".

b. Inspectable. As used in this chapter, "inspectable" means inspectable for a score by the instructors. This rule does not reduce the inspectability of anything within the barracks at other times.

c. Tile. A full deck tile is usually 12 inches square. When used for measuring and alignment, a partial deck tile is considered one tile.

B. Inspection Criteria

1. Bunk Alignment (sample only - open bay). Bunks will be aligned exactly on the applicable fore and aft tile line (if available), but not on the athwartships tile line. Equal overhang is allowed on the athwartships tile line.

2. Bunk Arrangement (sample only - open bay). Forward bunks should be arranged seven tiles from the forward bulkhead. Aft bunks are five tiles from the aft bulkhead. There should be five tiles between bunks in the same row (except in the forming area). Head-to-toe sleeping beginning with bunk #1 and alternating with every bunk in a counterclockwise direction is required.

3. Bunk Assignments. Bunk assignments are made by the area manager prior to arrival of cadets.

a. Bunk Numbers. Double bunks are numbered with top bunks being odd numbers and lower bunks being even numbers. In open bay barracks, Bunk #1 is the top bunk to the immediate left upon entry of the barracks room through the center doors. In rooms with single or double bunks, bunk #1 starts from the left also upon entering the room.

4. Bunks Unassigned. As much as possible, unassigned bunks are treated as if they were assigned.

5. Bunk Make-Up. For inspections, bunk make-up includes: the day's towel and washcloth, whether they hang on the bunk or locker.

a. Day's Towel and Washcloth. Must be clean. Stains and wetness are not discrepancies.

b. Mattress. Mattresses will be centered side-to-side on the bunk frame and aligned with the inboard end at the inboard crossframe.

c. Sheets.

d. Pillow and Pillowcase. The pillow should be inserted into the case so any excess material is toward the open end and toward the long seam. It is laid on the bunk with the open end of the case flat and to the left. The long seam will be toward the foot of the bunk. The pillow is centered (not the pillowcase) left-and-right. The bulk of the pillow is aligned on the head-end of the top sheet. Tips of the pillowcase may extend beyond the edge of the sheet.

e. Blanket.

(1) The blanket is laid so the reinforced edges are to the left and right. The blanket is folded in half from left to right; it is folded in half again from left to right. Then the far end is folded down one-third. Finally, the near end is folded away so it is over the other two-thirds. The three folds on the left form the dress edge, and must be aligned on top of each other. Appendix 4, section 1b, lists this as the folded page, page, chapter, book style of folding the blanket. The dress edge determines the length; the single fold determines the width.

(2) If one blanket is used, it is laid on the top sheet, centered from left-and-right on the mattress, with the dress edge to the left and single fold toward the center of the room. The blanket edge nearest to the foot-end will be 8 inches length from the upright posts.

(3) If two blankets are used, the wider blanket is placed on the bottom; the other blanket is laid on top so the two blankets' single folds and dress edges align. They are laid on the bunk so the wider blanket is centered left and right on the mattress, with the dress edges to the left and the single folds toward the center of the room. They are adjusted so there is an 8-inch length

between the foot-end upright posts and the foot-end edge of the longer blanket (either single fold or ragged edge, depending on the head-to-toe sleeping arrangement). If both blankets are the same width but different length, the longer blanket will be the bottom blanket.

f. Washcloth. The decorative bands run horizontally when possible.

(1) For the double bunk arrangement, the upper cadet's washcloth is draped in half over the lower bunk upper crossbar at the inboard end. It is flush against the left-hand bunk post. The lower cadet's washcloth is done likewise except it is flush against the right-hand bunk post.

(2) For the single bunk arrangement, the cadet's washcloth is draped in half over the bunk upper crossbar at the inboard end flush against the right-hand bunk post.

(3) When using individual lockers with either the double bunk or single bunk arrangement, the inboard cadet's washcloth is draped in half over the locker's lower rack. It is flush against the inboard brace. The outboard cadet's washcloth is draped likewise except it is flush against the outboard brace.

g. Towel.

(1) For the double bunk arrangement, the towel is folded in half lengthwise, with catch edges inside and single fold to the right. The upper cadet's folded towel is draped in half over the top bunk upper crossbar at the inboard end. It is flush against the left-hand bunk post. The lower cadet's towel is draped likewise except it is flush against the right-hand bunk post. Towels with opposite catch edges are hung in the same manner except that the exposed catch edges will be folded inside and will face the bulkhead.

(2) For the single bunk arrangement, the cadet's towel is draped in half over the bunk crossbar at the inboard end flush against the left-hand bunk post.

(3) When using individual lockers with either the double bunk or single bunk arrangement, the towel is folded in half lengthwise with catch edges inside and single fold to the right. The inboard cadet's folded towel is draped in half over the locker upper rack. It is flush against the inboard brace. The outboard cadet's towel is done likewise except it is flush against the outboard brace. Towels are hung with opposite catch edges in the same manner except that the exposed catch edges will be folded inside and face the locker.

6. Bunk Checkpoints

a. The above information is provided to assist inspectors in identifying checkpoints. See Appendix 4 for abbreviated checkpoints, and Appendix 5 for sample grade sheet.

7. Deck Drains and Gratings

a. The portion of deck drains and grating which is accessible without removing the gratings is inspectable. If the attaching screws are missing, the grating will be removed and cleaned, and is inspectable. The deck drain will be cleaned, but is not inspectable. If the grating is missing, the deck drain will be cleaned and is inspectable.

8. Gear Locker/Cleaning Gear

a. The gear locker and cleaning gear stowed therein must be clean, arranged in an orderly fashion (exact arrangement is at the drill instructor's discretion), and be free of objectionable odors. Items issued by the barracks gear locker may be used to clean the barracks and be stowed in the company gear locker. Other gear at the drill instructor's discretion may be used. Under no circumstances will cadet clothing be used as cleaning gear.

b. All containers must be clearly labeled as to their contents. Original manufacturers' labels are satisfactory as long as they are legible. When the original label becomes illegible or if the bottle is used to hold another product, the original label should be covered with masking tape and the new contents printed on the tape with a black, felt-tipped marking pen. Empty bottles may be stowed in the gear locker.

c. The stowage of cleaning gear in places other than those authorized by this guidebook is prohibited.

d. Clean, dry rags will be stowed in a clean, dry bucket.

9. Locker/Bunk Identification

a. Name Tag. Each bunk will be tagged with a 3 X 5 inch shipping tag giving the cadet's name, and bunk number. These tags will be provided by the area manager.

b. Assignment.

(1) In barracks with open recruit style lockers, the top locker is assigned to the cadet assigned the top bunk; the bottom locker is assigned to the cadet assigned the bottom bunk.

(2) In barracks with upright lockable lockers facing the bunk, with your back to the center of the room, the left hand locker is the cadet's assigned the top bunk; the right locker is the cadet's assigned the bottom bunk.

(3) In barracks with individual lockers, The top locker is assigned to the cadet assigned the inboard bunk; the bottom locker is assigned to the cadet assigned the outboard bunk.

10. Locker Uniform Arrangement

a. In individual room barracks with individual lockers, mandatory items of uniform will be arranged in lockers in a manner which meets inspections standards.

(1) Starting with the left side of the locker, the 4 pairs of khaki trousers (without belt) will be hung with the fly zipped, folded to the left side, and the fly facing out.

(2) Following the khaki trousers will be the 1 pair of black trousers (without belt) hung with the fly zipped, folded to the left side, and the fly facing out.

(3) Next in line will be the 4 khaki shirts (buttoned) with the buttons facing left to see the NJROTC patch.

(4) The 2 white short-sleeve shirts (buttoned) with the buttons facing left to see the NJROTC patch hang next to the khaki shirts.

(5) A made up uniform is next in line. This is the most recently worn uniform which also faces left to see the NJROTC patch. The shirt is buttoned, and the pants are hung inside the shirt hanging the same way as described above.

(6) An optional clothes bag hangs next to the made up uniform.

(7) The final item in the locker is the all weather coat. This raincoat is buttoned and hung facing left.

(8) Most lockers contain a chest with three drawers. The top drawer will contain an extra washcloth and towel, black socks folded in a 3x4" square, white socks folded in a 3x4" square, and PT socks folded in a 4x6" square. The middle drawer will contain the cadet's undergarments folded in 6x6" squares and a handkerchief folded in a 4x4" square. Belts are to be rolled up and placed in the front left corner of the middle drawer. The bottom drawer contains the cadet's gearbox and other personal items. If the top drawer is lockable, it can be used for personal gear instead of the bottom drawer.

(9) Other items such as shaving kits, toilet articles, Garrison caps and the like are to be kept on top of the locker chest of drawers.

(10) The top of the locker is to be used for extra gear stowed neatly.

(11) Male and female locker arrangements are identical.

MALE LOCKER DISPLAY

Locker Items:

1. Khaki trousers
(without belt)
2. "
3. "
4. "
5. Black trousers
(without belt)
6. Khaki shirt
(buttoned)
7. "
8. "
9. "
10. White shirt
(buttoned)
11. "
12. Last worn uniform

- (made up including trousers)
- 13. Clothing bag (optional)
- 14. Relax fit jacket
- 15. Garrison cap and gearbox
- 16. Shaving kit or toilet articles
- 17. Extra washcloth and towel
- 18. Black socks (3x4" squares)
- 19. White socks (3x4" square)
- 20. PT socks (4x6" square)
- 21. Underclothes (6x6" squares)
- 22. Belt (rolled)
- 23. Handkerchief (4x4" square}
- 24. Gearbox

FEMALE LOCKER DISPLAY

Locker Items:

- 1. Khaki trousers (without belt)
- 2. "
- 3. "
- 4. "
- 5. Black trousers (without belt)
- 6. Khaki shirt (buttoned)
- 7. "
- 8. "
- 9. "
- 10. White shirt (buttoned)
- 11. "
- 12. Last worn uniform (made up including trousers)
- 13. Clothing bag

- (optional)
- 14. Relax fit jacket
- 15. Garrison cap
and gearbox
- 16. Toilet articles
- 17. Extra washcloth
and towel
- 18. Black socks
(3x4" squares)
- 19. White socks
(3x4" square)
- 20. PT socks
(4x6" square)
- 21. Underclothes
(6x6" squares)
- 22. Belt (rolled)
- 23. Handkerchief
(4x4" square)
- 24. Gearbox

PERSONNEL

A. Cadet Uniforms

1. The Navy uniform is the distinctive dress of a proud and honorable profession, and wearing the NJROTC cadet uniform should likewise be a matter of pride in self, school, and country. With the numbers of cadets involved, it is mandatory that personal hygiene be of prime importance. All cadets will practice oral hygiene, shower, and shave (if necessary) daily. As a means of ensuring the cadets and their uniforms are kept clean and looking sharp, a personnel inspection will be conducted and appearance graded daily prior to commencement of the day's classes. Grades earned at inspection will be included in the cadet's overall grade for BLT.

B. Inspectors

1. An Academy staff instructor will be assigned to inspect cadet personnel daily. Assignment of inspectors will depend on the number of instructors available. Attempts will be made to not have the same instructor inspect the same cadets during the week. Normally, all platoons will form in company formation for morning colors on the "grinder" (selected formation area).

C. Inspection Criteria

1. Hair (males)

a. Hair will be neat, clean, trimmed, and present a groomed appearance. Hair in back will not touch the collar, it must be off the ears, and it will present a tapered appearance. Hair in front will be groomed so that it does not fall below the eyebrows when a person is uncovered. Bushy hair will not protrude beyond the sweatband of properly worn headgear. Khaki garrison caps will be worn with only one top crease at the rear. In no case shall the bulk or length of hair interfere with proper wearing of headgear. Natural, or ethnic styled hair is permitted provided it

is groomed to fit within the above parameters. Plaited or braided hair will not be worn while in uniform. If an individual chooses to wear sideburns, they shall be neatly trimmed and shall not extend below the bottom of the earlobe. Facial hair beyond a neatly trimmed mustache (confined to between the corners of the lips) will not be allowed. Beards are not authorized. NOTE: BIZARRE HAIRSTYLES AND EARRINGS FOR MALES ARE UNAUTHORIZED.

2. Hair (females)

a. Hair will be clean and neatly arranged. When in uniform, hair on the back of the head may touch, but not fall below, the lower edge of the collar. At no time will hair show under the front brim of the combination hat or garrison cap. Khaki garrison caps will be worn with only one top crease at the rear. When wearing the feminine style beret, it is worn just back from the front hairline, tilted slightly to the right side of the head. Natural, bouffant, and/or other similar hair styles are permitted within the above guidelines, but in no case shall the bulk or length of hair interfere with proper wearing of any military headgear. Hair ornaments will not be worn. Plain pins, combs, barrettes or elastic holders, similar in color to the individual's hair color, may be worn. Small 1/4 inch gold, ball (post or screw-on type) earrings are the only earrings that may be worn while in uniform. NOTE: BIZARRE FEMALE HAIRSTYLES ARE UNAUTHORIZED.

3. Gig Line.

4. Insignia.

a. Only the small fouled anchor and JROTC collar device are authorized for wear at BLT. The combination hat will be worn with the normal insignia, the beret with small anchor, and the garrison cap with small anchor. No special patches, shoulder cords or ranks and rating badges or medals may be worn. **Ribbons may be worn only with the summer blue uniform.** These directions will be adhered to strictly except for graduation.

5. Uniforms

a. The uniform of the day will be posted on the daily schedule each day and announced by the platoon commanders. The uniform may be changed, depending on the schedule of events. Each cadet should have a minimum number of uniforms as shown in Appendix 2 prior to reporting. Depending upon base locale and weather conditions, it may be necessary to wash clothes during the training week.

b. The following uniforms will be worn in the combinations indicated while at Basic Leadership Training.

SUMMER BLUE

MALE CADETS

White shirt, blue trousers, black belt

FEMALE CADETS

White shirt, blue slacks (belted), black belt

KHAKI UNIFORM
(same for male and female)

Khaki shirt, khaki trousers, khaki belt and khaki Garrison cap.

NJROTC BASIC LEADERSHIP TRAINING

CADET INSTRUCTIONS FOR BARRACKS INSPECTIONS

There will be at least three barracks inspections conducted during the training week. Each inspection will be graded for both the platoon and each individual in a room. No inspector will inspect the same platoon twice. Each of the three inspectors will inspect each platoon at least once as per the daily schedule.

Normally there will be two cadets assigned to a room, but some bases may require more than two to a room. Each cadet will be assigned a mark for his/her bunk, locker, and military behavior during the inspection. The general appearance for the entire room is also marked and both/all cadets share the mark. The inspection form provided will be used and is set up to facilitate the marking of each area.

The marking is done by exception, that is, it is assumed prior to the inspection that a room has a grade of 100. Hits on the various areas, known as **GIGS**, occur when things are not perfect. Each area is assigned a maximum allowance for gigs. For example, a bunk can receive as many as 9 gigs or as few as none in the following manner: 3 gigs could be assigned for an improperly placed pillow, 3 for a wrinkled spread and 3 for a poorly folded blanket. The inspector may decide if an infraction rates as many as 3 or as few as 1 gig. The inspector informs the writer as to how many gigs per unit; the writer fills in the gigs but leaves the totaling for the BLT staff.

The room inspection is divided into three areas: (1) bunks and lockers, (2) general common area and military area appearance, and (3) behavior of the reporting cadets.

Things the inspector will be looking for are as follows:

BUNKS - Bunks should be made as described in the cadet guidebook. Also placement of the pillow, spread and blanket are essential and will be measured for accuracy. Bunks should be tight and with the proper hospital corners.

LOCKERS - All articles in lockers should be neatly arranged (NEAT), and all underwear, socks, T-shirts, and towels should be folded (FOLD). All shirts and trousers should be hung in like groups.....for example, khaki shirts together, white shirts together, all trousers together with like colors together, all NJROTC patches facing out, and all hangers are to be placed with the open side of the hooks facing the back of the locker. There should be no dust or dust balls in the locker.

GENERAL APPEARANCE - The room should be clean, dust free, swept and swabbed (DUST). There should be no trash of any type in the cans or in the area (TRASH). There should be no gear adrift, either uniform or personal (UNKEMPT).

MILITARY SCORE - Cadets are to report the room as present and ready for inspection in the following manner: "Sir, room 138, cadets Jones and Smith present and standing by for inspection." This is to be done in a military manner (REPORT). The non-reporting cadet(s) will be asked one of the standard questions by the inspector, such as, one of the 11 Orders to the Sentries, the word of the day, or about the chain of command of Basic Leadership Training (QUESTION). Gigs occur when the cadet gives an incorrect answer to the question or reports incorrectly or improperly.

NJROTC BASIC LEADERSHIP TRAINING

CADET INSTRUCTIONS FOR PERSONNEL INSPECTIONS

There will be at least three personnel inspections conducted during the training week. Each inspection will be graded for the individual and a total grade for the platoon will be computed. No inspector will inspect the same platoon twice. Each of the three inspectors will inspect each platoon at least once during the week.

Marking will be done on a special personnel inspection form. Each inspector will be accompanied by a writer who will record gigs assigned by the inspector. The completed forms will be sent to the Administration Office for compilation.

The inspection form is divided into two parts: Uniform Condition and General Appearance. It is designed to allow the inspector to scan each area of the cadet from top to bottom. Each cadet is assumed to be in perfect condition (100%) before being inspected. Gigs are subtracted from the 100% to obtain a final grade. The possible gigs listed indicate the MAXIMUM assigned for the imperfections in that area. A lesser number or none may be assigned. For example, an unshined buckle may be assigned 1, 2, 3, 4, or 5 gigs. This is a subjective judgment on the part of the inspector. All cadets will be briefed on the areas that are most critical prior to the inspection. Note that the greatest emphasis in the personnel inspection area is usually placed on such things as shined buckles, shined shoes, haircuts/hair styles and clean-shaven faces. Any discrepancies in these areas will most likely receive high penalty marks.

A cadet may receive as many as 31 gigs, which would result in a score of 69, (100 minus 31). Below are listed some guidelines the inspectors will be following in inspecting each of the areas:

HAT - Clean and well fitting. Combination covers and chinstraps must be tight. Eagles on the hat buttons must be upright. If wearing Garrison covers, anchor devices and rank will be measured in accordance with the Cadet Field Manual.

INSIGNIA - The NJROTC pin and anchor must be properly placed. Both must be clean and bright.

SHIRT - Clean and pressed with properly placed NJROTC patch. No buttons with Irish pennants, or holes in the collar from misplaced insignia.

BUCKLES - Buckles must be shined with quartermaster removed. No white Brasso residue in the slide area. The brass tip of the belt must be in contact with the buckle, covering the small rectangular hole. Examples of gigs for buckles may be as follows: unshined and tarnished - 5

gigs, factory shine with quartermaster not removed - 4 gigs, shined buckle but smears and/or finger prints in evidence - 3 gigs, tip and buckle not in contact - 2 gigs.

GIG LINE –

TROUSERS - Pressed, well fitting, no lint or stains, proper length, rear buttons fastened.

SHOES - Highly polished leather, no corfam shoes are allowed. The entire shoe must be highly polished, not just the toe area.

HAIR – Male cadets should have their hair cut to the proper length before arrival at BLT. A “just get by” haircut or an unkempt appearance will be highly penalized. Female hairstyles must be up off the shirt collar.

SHAVE - All male cadets must be clean-shaven in accordance with the Cadet Field Manual.

MISCELLANEOUS – All discrepancies noted by the inspector that are not in any particular area noted above, fall into this category.

Note: These guidelines are not meant to be a complete list; other penalties can be given for various discrepancies depending upon the officer-in-charge of Basic Leadership Training. Keep in mind that the experience of the inspector is the most important factor in the inspection.

SUGGESTED NJROTC PERSONNEL INSPECTION CHECK POINTS

Use these check points in conjunction with the Personnel Inspection Grade sheet provided.

PHYSICAL APPEARANCE

Males

- Needs haircut
- Improper posture/moving
- Sideburns too long
- Improper shave
- Hygiene

Females

- Hair not groomed
- Unauthorized hair fastener
- Hair showing under front of cap
- Hair below collar
- Unauthorized make-up
- Earrings 1/4 inch (gold post)
- Hygiene

HAT/CAP

Combination (Male/Female)

- Visor polished
- No hair showing under visor
- Gold chin strap
- Chin strap tight
- Button eagles upright
- Wire loop snug (male)
- Worn correctly

Garrison (Male/Female)

- Clean
- Device placement
- One finger above eyebrow,
- Square on head
 - No hair showing on brow
 - Single crease top rear

UNDERSHIRT

- Clean
- Worn backwards
- Inside out

TROUSERS/SKIRTS

- Clean
- Buttons missing/unbuttoned
- Pressed
- Proper length (one inch below top back of shoe for trousers. Skirt length about mid knee)

BELT

- Brass shined
- Buckle medal to medal
- Aligned to gig line
- End trimmed - no I.P.'s missing
- Buckle reversed

GIG LINE - OVERALL

- Shirt, buckle, trouser fly

UNAUTHORIZED GEAR IN POCKETS

None

OUTER SHIRT

- Clean
- Buttons missing/unbuttoned
- Improper gig line

SHOES

- Shined
- Laced with bridge and outboard over - inboard
- Sole welts clean and polished
- Black socks (or as prescribed)

INSIGNIA (SHIRT/COAT)

- Name tag placement or missing
- JROTC bar placement or missing
- Collar device placement or missing
- ROTC patch placement or

ORAL RESPONSES/REPORTS

- Correct

PROCEDURES FOR THE LACING OF UNIFORM DRESS SHOES**Lacing Procedure**

Form a lace bridge at the first eyelet, lace shoes "outboard over inboard" as worn, through all holes, tied in a bow knot (with a square knot), with bitter ends hanging outside of shoe. Note: This method of lacing shoes is different from the way cadets lace their shoes for inspection at their NJROTC units.

**ORDERS TO THE SENTRIES
(OPNAVINST 3120.32B - 9/86)**

The following information will be memorized. It will be required at all inspections as well as other occasions during attendance at Leadership Academy. All hands will sound off in a loud, clear voice as shown in the example below.

1. Take charge of this post and all government property in view.
2. Walk my post in a military manner, keeping always on the alert, and observing everything that takes place within sight or hearing.
3. Report all violations of orders I am instructed to enforce.

4. Repeat all calls from my post more distant from the guardhouse or quarter-deck than my own.
5. Quit my post only when properly relieved.
6. Receive, obey, and pass on to the sentry who relieves me, all orders from the Commanding Officer, Command Duty Officer, Officer of the Day, Officer of the Deck, and officers and petty officers of the watch only.
7. Talk to no one except in line of duty.
8. Give the alarm in case of fire or disorder.
9. Call the Corporal of the Guard or Officer of the Deck in any case not covered by instructions.
10. Salute all officers and all colors and standards not cased.
11. Be especially watchful at night, and during the time for challenging, challenge all persons on or near my post, and allow no one to pass without proper authority.

EXAMPLE: "Cadet, what is the 7th Order To The Sentry?"

"Sir, the 7th Order To The Sentry is: Talk to no one except in line of duty, Sir."

DRILL

Drill will be conducted in accordance with the Cadet Field Manual. The amount of drill conducted and specific drills emphasized will be at the discretion of the officer-in-charge of Basic Leadership Training.

THIS PAGE INTENTIONALLY LEFT BLANK

CHAPTER 3 PHYSICAL FITNESS COMPONENT

GENERAL

- A. Basic Leadership Training will include physical training. Physical training at BLT must not exceed the standards of high school physical education training. Any physical training that exceeds those standards will not be considered NSTC sponsored.
- B. No Physical Fitness Test is required for cadets to earn the BLT Ribbon, and none will be conducted at BLT.
- C. Cadets with asthma may attend BLT and participate in Physical Training if they are allowed by their school to participate in physical education courses and if BLT physical training does not exceed school physical education standards.

CONDITIONING AND PHYSICAL FITNESS TRAINING SAFETY

A. In accordance with OPNAVINST 6110.1F, the NJROTC Basic Leadership Training officer-in-charge will promulgate a conditioning and test safety program prior to commencing Basic Leadership Training.

1. Risk of Injury. Participation in strenuous physical activities poses a risk of injury. The environment and the physical characteristics of the NJROTC cadet can also contribute to the overall injury risk. Cadets attending Basic Leadership Training must be informed of these risks and taught how to minimize the possibility of injury.
2. Responsibility. All Basic Leadership Training staff shall ensure proper safety precautions during physical activities. The Basic Leadership Training officer-in-charge shall develop a safety plan for summoning emergency medical assistance. An emergency pre-mishap plan is described in detail beginning on page of this manual.
3. Safety Concerns Prior to Conducting Physical Fitness Training. Steps shall be taken to ensure all known risks are eliminated to the maximum extent possible, including taking steps to ensure a “change analysis” is conducted anytime there is a significant change in any portion of BLT physical activity. Controls shall be put in place to reduce to an acceptable level any risks still existing. The ORM process shall be documented and signed by the Basic Leadership Training officer-in-charge, or the appropriate level of authority authorized to make risk decisions. The ORM process to be used is described in greater detail beginning on page 1 of this manual. A copy of an “Operational Risk Management Worksheet” to be used is found on page FF-1.
4. Health Risk Screening. All cadets attending Basic Leadership Training must have completed the NJROTC “Health Risk Screening Questionnaire” within the past 4 weeks as a prerequisite to attending Basic Leadership Training. This sheet must signed by both the cadet and his/her parents/guardians, and if the cadet answers yes to any of the questions, the bottom half must be

filled out and signed by a certified medical practitioner. Any cadet failing to submit the risk factor screening sheet will not be allowed to participate in strenuous physical activities.

5. Cadets with asthma may attend BLT and participate in Physical Training if they are allowed by their school to participate in Physical Education courses, BLT physical training does not exceed school physical education standards, and they are not currently on inhalers or medications.

6. CPR Monitors. At least one CPR-certified monitor will be present during running of Basic Leadership Training physical fitness training. This person does not have to be an active-duty corpsmen, nor do they have to be test participants. Nonetheless, this person must have some medical training and a current CPR certificate.

7. Medical Emergency Assistance. During strenuous physical activities, a safety plan shall be in place for summoning emergency assistance. The local base medical facility should be contacted for guidance as needed. At minimum, the plan shall include telephone numbers and procedures for summoning aid, clear directions for emergency response personnel that will avoid confusion and ensure their prompt arrival, and guidance for contacting base security personnel to assist with rapid access of emergency personnel to site of the activity.

8. Weather Conditions. Physical activity shall not be conducted under harsh environmental conditions. Specifically, it should not be conducted outdoors when the wind chill is 20 degrees F or lower, or when hot weather flag conditions of “yellow” or greater exist (Wet Bulb-Globe Temperature Index of 85 degrees or higher). Details of the five flag conditions affecting strenuous and non-strenuous physical activities are described beginning on page I-6 of the heat casualty prevention section in this manual.

9. Warm-up. Participation in 5-10 minutes of warm-up exercise is required before physical fitness training. Warm-up exercises should include a short walk of 2-5 minutes, hip flexor stretching, groin stretching, lower back stretching, quadriceps stretching, and Achilles tendon and calf stretching. Adequate fluid intake is vital to safe participation. Daily hydration requirements during physical activities at Basic Leadership Training are discussed in the heat casualty prevention section of this manual beginning on page I-5.

10. Cool-Down. At the end of physical fitness training, cadets should let their heart rate decline gradually. The cool-down should be at least five minutes. Without the cool down, cadets may become dizzy or light-headed.

11. Clothing. Proper attire for physical fitness training should include running shoes and clothing appropriate for the weather conditions.

12. General Health. Prior to participating in physical activity, all cadets shall be asked about their general health since undergoing their pre-participation sports physical examination. Those cadets recovering from a recent illness or reporting a change in health or risk factors not indicated on their “risk factor screening questionnaire” should not be allowed to engage in physical activities.

HEAT CASUALTY PREVENTION PROGRAM

A. In accordance with SECNAV INSTRUCTION 5100.10G, the NJROTC BLT Officer-in-Charge will promulgate a heat casualty prevention program prior to commencing any BLT physical activity. This program is necessary because most cadets attending BLT are not acclimatized to the summer heat and humidity in the area in which the BLT is being conducted. **Prevention of heat casualties is of critical importance.**

B. At least one CPR-trained BLT staff member with a current certification will be present at the site where cadets are engaged in any physical activity that can cause the body heat production rate to increase. If none of the staff members are CPR qualified, an active duty corpsman from the base on which the BLT is being conducted must be retained for this purpose.

C. All BLT staff will exercise individual responsibility for preventing heat casualties in the cadets. Each staff member will receive the basic instruction outlined below concerning the recognition, prevention and emergency treatment of heat casualties, and will be aware of the following general guidelines to avoid heat illness:

1. All strenuous physical activities should be conducted during the coolest parts of the day.
2. It is essential that water intake during the day be sufficient to replace the body water lost through excessive perspiration.
3. Avoid excessive use of caffeinated beverages and eat regular meals. Skipping meals can lead to salt depletion.
4. Individuals with significant or extensive skin disorders such as heat rash should exercise with care since some skin conditions prevent sweating.
5. Overexertion can lead to heat illness even in mild weather; heat illness may also occur in mild weather without overexertion.
6. Individuals who have been affected by heat once, may be more likely to suffer a repeat episode of heat-related illness.
7. **A person who stops sweating when engaged in a strenuous physical activity in hot weather needs immediate medical attention.**

There are three basic types of heat casualties: (1) **heat cramps**, (2) **heat exhaustion**, and (3) **heat stroke**. Heat exhaustion may progress to heat stroke, which is the most serious of the heat conditions. Both heat exhaustion and heat stroke require the immediate notification of base medical personnel. The following information will aid the Leadership BLT staff to identify the different symptoms of heat illness, and provide initial emergency treatment to the casualty until base medical help is obtained.

(1) **Heat cramps** are precipitated by replacement of body water losses without concurrent replacement of body salt. Heat cramps occur in a small area of the body or involve a large area when major muscle groups have been stressed. Most frequently involved are muscles of the

arms, legs, or abdomen. To treat heat cramps place the casualty in a cool shady place with circulating air, loosen the clothing, apply cold compresses to the groin area and armpits, require the casualty to rest, and give liberal quantities of cool water in small sips.

(2) **Heat exhaustion** is caused by strenuous exertion and exposure to high temperatures and humidity, and is usually the result of excessive salt depletion and dehydration. Symptoms of heat exhaustion are profuse sweating, shortness of breath, feeling ill, headache, weakness, blurred vision, nausea, and muscle cramps may occur. After onset, the casualty will have pale, cool, wet skin. To treat heat exhaustion lay the casualty down in a cool, shady place with circulating air, with the head level to or lower than the feet. To facilitate safe vomiting, lay the individual on his or her side. Clothing should be stripped to the underwear, and if the casualty is conscious, give liberal quantities of cool water in small sips until medical help arrives.

(3) **Heat stroke is a medical emergency** that develops from heat exhaustion compounded by the body's decreased sweat rate. This reduction in sweating reduces the body's cooling process and results in rapid build-up of internal body heat to dangerous levels. Symptoms of heat stroke include weakness, headache, dizziness, loss of appetite, nausea, shortness of breath, faintness, or even collapse. Onset is usually sudden and can be recognized by convulsions, delirium, or loss of consciousness. The skin will be flushed, hot, and sweating may be absent or present. The primary treatment for heat stroke is to lower the body temperature as quickly as possible to prevent possible brain damage. The casualty should be moved to a cool, shady place (air conditioned if possible), and clothing stripped to the underwear. Cool water or ice is applied to the entire body, and the patient fanned constantly to promote cooling of the body by the evaporation of the applied water. Do not attempt to make the person drink while waiting for emergency medical personnel to arrive.

D. Heat casualties in unacclimatized NJROTC cadets can be caused by a number of factors, climatic heat being only one of them. Other factors include the rate of body heat production, the interference of clothing with the dissipation of body heat, deficiency of body water and salt, overall physical fitness, improper diet, overweight, lack of rest between periods of exertion, insufficient sleep, heat exposure after a meal, and the presence of minor illness such as a reaction to medication. Acclimatized individuals have a better tolerance to heat, but it does not make them immune to heat.

E. Because the NJROTC Leadership BLT is held during the hot summer months, there will be no rationing of drinking water during BLT. All cadets will be allowed frequent opportunities to satisfy their thirst; however it must be remembered that normal thirst demands frequently do not meet the body's requirement for water replacement. The body is highly dependent on water to cool itself in a hot and humid environment. Cadets subjected to high temperatures may, by sweating, lose water in excess of one quart per hour. This fluid loss must be replaced constantly, or a rapid rise in body temperature and heart rate will occur followed by heat exhaustion.

F. During the period of moderate physical activity, with moderate temperatures and humidity prevailing, the water requirement for each cadet will be 8 to 10 sixteen-ounce containers of water per day. This is best taken at 20- or 30-minute intervals. As physical activities or temperature and humidity conditions become more severe, the intake should be increased accordingly. Even with ample water supplies, individual cadets can dehydrate by 1 or 2 quarts unless drinking is encouraged by BLT staff personnel.

G. All cadets must consume adequate amounts of cool water before, during, and after any physical activity that occurs during moderately high temperature and humidity conditions. To be

of any value, water must be absorbed by the body; therefore, cadets should "fill-up" 30 minutes prior to their daily exercise or when participating in strenuous physical activities. Cadets attempting to pass any phase of the Leadership BLT physical fitness test must be monitored for signs and symptoms of dehydration. To help prevent dehydration, cadets should be encouraged to consume ten fluid ounces of cool water ten minutes before participating in any run, and an additional eight ounces of cool water after completing the run. Due to the dehydration effects of soft drinks containing caffeine, cadets should not be permitted to consume this substance prior to strenuous physical activities. During extreme environmental conditions, cadets at the BLT will not be permitted to participate in any form of outdoor strenuous physical activity.

H. Cadets who are not accustomed to strenuous physical activity under conditions of extreme temperature and humidity are particularly susceptible to heat stress. To limit the effects of heat stress, all cadets must replace the water that is lost by the natural sweating that occurs under normal nonphysical activities. This is particularly true for individuals who are unacclimatized, have Sick Cell Trait, are fair-skinned, or have blond or red hair. In fact, some over-hydration is strongly recommended for these cadets. A sign of full hydration is when enough cool water has been consumed to pass colorless urine. Another preventative measure to heat stress is to have the cadets eat foods rich in potassium to maintain the correct electrolyte balance. These foods include bananas, baked potatoes (especially the skins) leafy vegetables and whole grains. Salt tablets will not be permitted for salt replenishment unless prescribed by a physician; salt replenishment must be achieved through normal meal consumption.

I. Maximum acclimatization to extreme environmental conditions usually takes a minimum of 12 weeks. Therefore all cadets attending the BLT will be considered unacclimatized for the duration of the training. Good judgment must be exercised during the times when the BLT outdoor physical activities will be conducted. The physical fitness test which all cadets are required to pass must be considered a phase of the BLT which is subject to conditions conducive of heat injury. This test is most likely conducted in the early morning or late evening, provided the Wet Bulb-Globe Temperature Index (WBGT Index) indicates the environmental conditions are conducive to outdoor strenuous physical activity. The WBGT Index combines shade air temperature, radiation, humidity, and wind into a single value to be used as a guide for regulating physical activity. The hourly WBGT Index readings are indicated by a series of colored flags that are flown in conspicuous areas on the base. Before engaging in any form of outdoor strenuous physical activity, the OINC will determine the present flag conditions as indicated by the WBGT Index. All outdoor BLT operations will be governed by the flag condition. As flag conditions progress from GREEN through BLACK, certain restrictions are placed on outdoor BLT physical activities. During the period flags are displayed, BLT outdoor physical activities will be conducted as outlined below:

(1) **WHITE flag (WBGT Index below 80 degrees F.)** . No restrictions. Outdoor strenuous physical activities may be conducted with normal caution.

(2) **GREEN flag (WBGT Index 80 to 84.9 degrees F.)**. No curtailment of outdoor strenuous physical activities, but all Leadership BLT staff should be alert to the possibility of an increase in the WBGT Index. All physical activities engaged in by cadets will be conducted with caution.

(3) **YELLOW flag (WBGT Index 85 to 87.9 degrees F.)**. Outdoor strenuous physical activities will not be permitted for cadets. Nonstrenuous outdoor physical activities can be conducted with caution.

(4) **RED flag (WBGT Index 88 to 89.9 degrees F.).** All forms of outdoor strenuous physical activities will be suspended for cadets. Nonstrenuous outdoor physical activities can be conducted with caution.

(5) **BLACK flag (WBGT Index 90 degrees F. and above).** All forms of outdoor strenuous physical activities will be suspended for cadets. Nonstrenuous outdoor physical activities can be conducted with caution.

Note: If the BLT is being conducted at a location that does not use the flag system to indicate environmental conditions, the OINC must contact the local weather bureau to receive the WBGT temperature index, prior to engaging in an outdoor strenuous physical activity.

CHAPTER 4

ACADEMIC COMPONENT

CLASS ASSIGNMENTS

A. Instructors will be assigned well in advance of BLT start dates, to teach classes. Proper prior preparation will ensure that an interesting, meaningful presentation is made to the cadets.

CADET CLASSROOM PROCEDURES

A. Instructors will ensure cadets follow the classroom procedures noted below. Some procedures may be relaxed during class to fit the manner of presentation.

1. Cadets will be seated by squads where possible. Once having taken a seat, cadets may speak quietly. When the instructor arrives, cadets will be called to attention and will remain so until told to carry-on. There will be no unnecessary talking during class. Cadets will sit in a military manner facing the instructor. When called upon or when volunteering answers, cadets will stand and preface their remarks or answers with "Sir" or "Ma'am" as appropriate.

2. Cadets will be expected to take notes as necessary in the classroom. In addition to classroom work, cadets will be required to memorize a number of rules and regulations such as Orders to the Sentries (see Chapter 2 of this manual) and the Chain of Command (Appendix).

3. When class has ended, the instructor will tell the platoon commander to take charge, call the cadets to attention, and dismiss the class. Breaks during class will be less formal, but cadets are to act in a military manner at all times.

CLASS CURRICULUM

A. The amount of time spent on academics and specific subjects covered in BLT are at the discretion of the Area Manager or Officer in Charge. But curriculum should be a review of subjects taught in Naval Science 1, and should be on a high school freshman level.

B. The BLT Instructor may choose from among the following topics:

1. Basic Leadership
2. Citizenship
3. Health, Alcohol and Drug Awareness
4. Military Customs, Ceremonies, and Etiquette
5. Chain of Command
6. Navy Rates and Ranks

The above listed topics are suggestions. The instructor may not get to all of them, may emphasize some over others, or may choose others not on the list as long as they are on the NS 1 level.

C. No formal curriculum or instructor guides have as yet been developed specifically for BLT. Instructors may use, adapt, or personalize existing NS 1 curriculum or create their own, subject to approval by the Area Manager.

D. Instructors needing specific training aids for their classroom presentations should make their needs known to the area manager prior to commencement of BLT.

AWARDS AND PROCEDURES

A. Cadets who successfully complete Basic Leadership Training will receive a BLT ribbon. Other awards may be given at the discretion of the Area Manager or OINC .

CHAPTER 5 ACTIVITIES

A. Basic Leadership Training will include safe and enjoyable activities for the cadets. These may include:

1. The Boy Scouts of America Challenging Outdoor Personal Experience (COPE) course, excluding rappelling. Information about the COPE course can be obtained through the local BSA Council.

2. Recreational Swimming, as long as a qualified lifeguard is present.

3. Orienteering

4. Other activities approved by the Area Manager and the NETC Safety and Occupational Health Office

B. No high-risk activities will be allowed at a NETC-sponsored BLT

THIS PAGE INTENTIONALLY LEFT BLANK

NAVAL JUNIOR RESERVE OFFICERS TRAINING CORPS
(NJROTC)

STANDARD RELEASE FORM

DATE: _____

I _____, being the legal parent/guardian of
_____ a member of the Naval Junior Reserve
Officers Training Corps, in consideration of the continuance of his/her
membership in the Naval Junior Reserve Officers Training Corps and/or his/her acceptance for
Naval Junior Reserve Officers Training Corps training, do hereby release from any and all claims,
demands, actions, or causes of action, due to death, injury, or illness, the government of the
United States and all its officers, representatives, and agents acting officially or otherwise and
also the local, regional, and national Navy Officials of the United States, and the Naval Reserve
Officers Training Corps and its officers and officials.

I hereby authorize personnel of the Department of Defense, Armed Forces, Public Health Service,
or civilian physicians to render such medical and dental care as may be necessary and medically
indicated in the case of my son/daughter/ward during his/her period of training, as is deemed
necessary by a qualified practitioner.

I understand that care at a military medical facility for non-military dependents will normally be
rendered on a temporary (emergency) basis only; if further care is indicated, the patient will be
transferred to non-military care as soon as possible. Emergency care provided to cadets who are
not military dependents at a military medical facility may be subject to reimbursement, and I may
be billed for the care provided. For Naval or Marine Corps sponsored activities, such care is
authorized by NAVMEDCOMINST 6320.3B.

My son/daughter/ward has been determined to have the following allergies:

He/she requires medication for the treatment of:

Below are listed any other medical conditions which my son/daughter/ward is
known to have, which would preclude or limit in any way his/her participation in physical
exercise and athletic programs:

CNET-GEN 5800/4 (Rev. 1-92) S/N 097LLNF332212

His/her physician is:

Name: _____

Address: _____

Telephone:(include area code) _____

MEDICAL/INJURY INSURANCE CO. DENTAL INSUR. CO. (if used)

Name) (Name) _____

(Street) (Street) _____

(City, State, Zip Code) (City, State, Zip Code) _____

(Policy/ID Number) (Policy/ID Number) _____

(Telephone Confirmation #) (Telephone Confirmation #) _____ *

PRIVACY ACT NOTIFICATION

Under the authority of 5 U.S.C. Sec. 301, the information regarding your child's/ward's health, medical condition and treatment is requested, in order to verify any need to administer medication and to enable medical/dental personnel to diagnose and treat any emergency condition

which may arise during training. Pursuant to the Privacy Act, 5 U.S.C. Sec. 552, the requested information will not be divulged without your written authorization to anyone other than NJROTC

area personnel involved with administration of NJROTC activities, and medical/dental personnel requiring the information in order to effectively treat any health problem which may arise.

Disclosure is voluntary; however, failure to provide the requested information will preclude your

child's/ward's participation in the training.

(Signature of Parent/Guardian and relationship)

(Address)

(City) (State) (zip)

(Telephone..Home)

(Work..include area code)

Note: No information on this form may be omitted or deleted (except for dental insurance information if not used). Additional information may be required by local administrators to comply with school/area requirements.

THIS PAGE INTENTIONALLY LEFT BLANK

NJROTC HEALTH RISK SCREENING QUESTIONNAIRE

Cadet
Name: _____ (Printed Name)

NJROTC
Unit: _____ High School

Date of your most recent pre-participation sports physical examination _____

Part A – TO BE COMPLETED BY THE CADET AND PARENT/GUARDIAN

Directions: Please answer Yes or No to the following questions: (Do not leave any questions blank)

1. Do you have difficulty doing strenuous (great effort) exercise? _____
2. Have you been told **NOT** to participate in long distance runs, such as a 1.5-mile-run?

3. Have you been told **NOT** to do curl-ups or push-ups by a physician or other medical professional? _____
4. Do you exercise less than three times per week for at least thirty minutes? _____
5. Have you had any broken bones or a serious accident in the last three months?

6. Do you use tobacco of any kind? _____
7. Have you experienced chest, neck, jaw or arm discomfort while doing physical activity?

8. Do you have asthma or are you using an inhaler to aid in breathing? _____
9. Do you experience any shortness of breath with relatively low levels of exercise or exertion? _____
10. In the last month have you felt any chest pain at rest? _____
11. Do you have any known cardiac (heart) disease? _____
12. Do you think you are overweight? _____
13. Do you have dizzy/fainting spells, frequent headaches, or frequent back pains?

14. Have you ever experienced dehydration after strenuous physical exercise?

15. Are you currently under treatment by a physician or other medical practitioner?

16. Has your mother or sister died without any explanation or suffered a heart attack before the age of 55? _____
17. Has your father or brother died without any explanation or suffered a heart attack before the age of 45? _____
18. Do you have high blood pressure or are you on blood pressure medication? _____
19. Has a doctor ever told you that you have high cholesterol or are you on cholesterol medication? _____
20. Do you have sugar diabetes? _____
21. Have you experienced episodes of rapid beating or fluttering of the heart?

22. Do you suffer from lower leg swelling of both legs? _____
23. Do you have difficulty breathing or have sudden breathing problems at night?

24. Do you have any personal history of metabolic disease (thyroid, renal, liver)?

25. Do you have a bone, joint, or muscle problem that prevents you from doing strenuous exercises? _____
26. Have you unintentionally lost/gained more than 10 percent of your body weight since your last PFT? _____
27. Have you ever been diagnosed with Sickle Cell Trait? _____

Cadet Signature	Date	Parent/Guardian Signature
Date		

Part B - If any of the answers to the questions above were **YES**, request that the following section be completed and signed by a licensed medical doctor or registered school nurse:

Significant clinical history and/or current medication and treatment regimen of the above cadet:
(Use reverse side if necessary)

Recommended/released for participation in strenuous physical activities including the 1.5-mile-run? YES NO

Signature of Medical Practitioner	Date
-----------------------------------	------

CNET Form 1533/106 (09-02)

CADET STATEMENT OF AGREEMENT

Date: _____

From:
Cadet _____

NJROTC Unit,

High School

To: NJROTC Area Manager, Area _____

Via: Naval Science Instructor, _____
High School

Subj: **CADET AGREEMENT FOR ATTENDANCE AT THE NJROTC LEADERSHIP ACADEMY**

Ref: (a) NJROTC Area Manager, Area _____ ltr Ser _____ of _____

1. In accordance with the requirements stipulated in reference (a), I agree that I will observe or fulfill each of the following stipulations in conjunction with my attendance at the Area _____ Leadership Academy:

a. Provide to the area manager via the NSI by _____, the following required papers:

(Date)

- Standard Release Form/Cadet Data Card
- Cadet Statement of Agreement
- NJROTC Health Risk Screening Questionnaire

b. Upon arrival at the Academy, have in my possession all required articles of uniforms and equipment.

c. Report to the Academy with a regulation haircut. (males)

d. Report to the Academy without wearing make-up, and not use any form of cosmetics during the training cycle. (females)

e. Report to the Academy properly hydrated and in good physical condition, and be able to pass the PT requirements on the **second** full day of training (see Article 106 in the Cadet Guidebook).

2. I understand that not meeting any of the listed requirements may result in my early dismissal from the Academy with a resultant personal expense for transportation home.

3. As a Leadership Academy participant, I will provide a tuition fee of \$ _____ for one week, or \$ _____ for two weeks.

(Parent/Guardian signature)

(Cadet signature)

Date: _____

First Endorsement:

From: Naval Science

Instructor _____ High School

To: NJROTC Area Manager, Area _____

1. Forwarded.
2. I certify that all the basic requirements for attendance at the Leadership Academy have been briefed to the above cadet and he/she has passed the Academy physical fitness requirements within the past 4 weeks. His/her 1.5-mile-run time was _____

(NSI Signature)

RECOMMENDED NJROTC BARRACKS INSPECTION CHECK POINTS

Use these standards in conjunction with the barracks inspection grade sheet provided in the Academy Administrative Manual.

Bunks

1. Blanket.....
 - (a) Folded with single fold toward center of room.
 - (b) Folded page, page, chapter, book.
 - (c) Centered on foot of bed equidistant from sides of bed and 8 inches from bed end posts.
2. Sheet.....
 - (a) Hospital corners. 45 degree angle.
 - (b) Check for smoothness - sloppiness. No wrinkles.
 - (c) Catch edge down.
3. Pillow.....
 - (a) Smooth - no indentations.
 - (b) Open end to left looking at bed from center of room.
 - (c) Pillow case side seam toward blanket.
4. Dust.....
 - (a) No dust on horizontal bunk frame parts or lockers.
5. Towels.....
 - (a) Towel and washcloth hung on end of bunks as per instruction in the Academy Administrative Manual.
6. Gear Adrift.....Self-explanatory.
7. Luggage.....(a) Neatly stowed under bottom bunk.
1. Uniforms.....
 - (a) Extra uniforms folded and stowed in locker, or hung neatly on rear of bunk frame, hung from top bunk bar. All buttons on shirts and coats to be buttoned. Clothes bag used at the discretion of the OINC.

LOCKERS

- (a) Neatly stowed.
- (b) Clothes folded neatly and uniformly.
- (c) No wet towels in locker. To be hung as directed above.
- (d) No dust on locker top.

TRASH CAN

- (a) Clean inside and out with clean plastic bag inside.
- (b) Distance - one small fist distance from upright support beam to lip of can.

BARRACKS - GENERAL

- (a) No dust balls on deck.
- (b) No dust on any flat surfaces in any space.
- (c) Scuttlebutt - clean, water spots OK if fresh. Should check to see if cadets are using it for drinking water in order to ensure they are getting enough fluids.

HEAD AND SHOWER

- (a) Sinks - clean, no trash in drain traps, no water spots.
- (b) Commodes - clean, flushed, seats upright, toilet paper in place or available.
- (c) Decks - clean, no paper, dirt or standing water.
- (d) Shower - clean, no major water spots, no standing water on deck unless a leaky shower head.

BARRACKS INSPECTION SCORE SHEET

Naval Junior ROTC Leadership Academ		Bunks		Lockers		Ea Day		Tsh Can		Barracks		Head		Tot	
Platoon # _____ Barracks # _____ Upper _____ Lower _____ <u>Cadet Name:</u> _____															
(Total gigs possible)		3	2	3	1	2	1	1	1	1	1	1	1	1	1
		Remarks													
01															
02															
03															
04															
05															
06															
07															
08															
09															
11															
12															
13															
14															
15															
16															
17															
18															
19															
20															
21															
22															
23															
24															
25															
26															
27															
28															
29															
30															
31															
32															
33															
34															
35															
36															
37															
38															
39															
40															

Day: _____

Date: _____

THIS PAGE INTENTIONALLY LEFT BLANK

LEADERSHIP ACADEMY

CHAIN OF COMMAND

GENERAL INFORMATION

COMMANDER IN CHIEF/PRESIDENT OF THE UNITED STATES

VICE PRESIDENT OF THE UNITED STATES

SECRETARY OF STATE

SECRETARY OF DEFENSE

SECRETARY OF THE NAVY

CHAIRMAN OF THE JOINT CHIEFS OF STAFF

CHIEF OF NAVAL OPERATIONS

CHIEF OF NAVAL EDUCATION AND TRAINING

HEAD, NJROTC PROGRAM

NJROTC AREA MANAGER (Your area only)

ACADEMY STAFF OFFICER-IN-CHARGE

ACADEMY STAFF PLATOON COMMANDER/DRILL INSTRUCTOR

ACADEMY CADET PLATOON COMMANDER

ACADEMY CADET PLATOON EXECUTIVE OFFICER

ACADEMY CADET SQUAD LEADER

THIS PAGE INTENTIONALLY LEFT BLANK